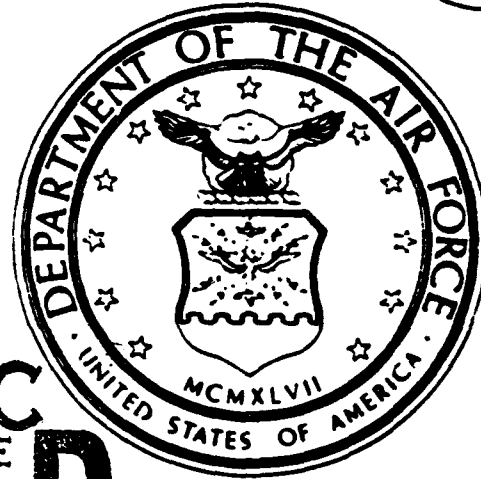


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CLIC PAPERS

THE LIC PLANNER'S GUIDE (LPG)

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Army - Air Force Center for Low Intensity Conflict

Langley Air Force Base, Virginia

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**THE LIC PLANNER'S GUIDE (LPG):
A PRODUCT OF THE LIC PLANNING CONSIDERATIONS STUDY (LPCS)**

by

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The mission of the Army-Air Force Center for Low Intensity Conflict (A-AF CLIC) is to improve the Army and Air Force posture for engaging in low intensity conflict (LIC), elevate awareness throughout the Army and Air Force of the role of the military instrument of national power in low intensity conflict, including the capabilities needed to realize that role, and provide an infrastructure for eventual transition to a joint and, perhaps, interagency activity.

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CLIC PAPERS are informal, occasional publications sponsored by the Army-Air Force Center for Low Intensity Conflict. They are dedicated to the advancement of the art and science of the application of the military instrument of national power in the low intensity conflict environment. All military members and civilian Defense Department employees are invited to contribute original, unclassified manuscripts for publication as CLIC PAPERS. Topics can include any aspect of military involvement in low intensity conflict to include history, doctrine, strategy, or operations. Papers should be as brief and concise as possible. Interested authors should submit double-spaced typed manuscripts along with a brief, one-page abstract to the Army-Air Force Center for Low Intensity Conflict, Langley AFB, VA 23665-5556.

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A185 975	073896A	The Role of Reserve Forces in LIC
A185 976	073895A	LIC References and Bibliography, Vol I
A185 977	073897A	Army Medical Department Roles and Functions
A185 978	073899A	Operational Art in LIC
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PREVIOUS CLIC PAPERS (Continued)

**Using Counterinsurgency Tactics in the
Domestic "War on Drugs"
An Annotated Bibliography on Military
Involvement in Counterdrug Operations,
1980-1990**

PREFACE

1. **Purpose.** The purpose of the LIC Planners Guide (LPG) is to assist planners at all levels in identifying the critical factors that must be considered in order to successfully accomplish all operations within the operational categories of Low Intensity Conflict. The LPG is based on the results of the LIC Planning Considerations Study (LPCS) which was initiated to identify critical factors that may play a role in any of the four LIC categories.

2. **Methodology.** The basis of the LPCS was the LIC operational categories (LOC) identified by current doctrine (Joint Pub 3-07 and FM 100-20/AFP3-20). LIC Functional Areas (LFA), which are major task categories and tasks critical to successful operations in a LIC environment, were initially identified. The next step was to merge the LFA with the LOC to try and identify gaps in the LFA. The LFA were then modified and validated to address the gaps. From the collated results, which identify the linkage between the LFA and LOC, the planning considerations were identified and the LPG was produced.

3. **LIC Operational Categories.** Chapter I identifies and defines the LOC and their type operations. The four LIC operational categories have been, for the purpose of this document, expanded to six. Insurgency/Counterinsurgency has been separated to Support to Insurgency and Support to Counterinsurgency and Combating Terrorism has been separated to Antiterrorism and Counterterrorism. These separations were necessitated because of the different type operations found under each category.

4. **LIC Functional Areas.** Chapter II identifies the LFA and their associated tasks. LFA and/or tasks considered to be common to all LOC are highlighted by an asterisk (*). The definitions for each LFA have been purposely written to be general enough to describe tasks that may be applicable to any given LOC, avoiding the pitfalls associated with trying to apply a scenario to those same tasks.

5. **Matrix.** Appendix A contains both a quick reference matrix and a blank matrix. The quick reference matrix will allow the user to quickly crosscheck which LFA and tasks are associated with LIC operations. When developing the matrix, each LFA and it's associated tasks were compared against each LOC, to determine if a "check mark" of applicability was warranted. The basic criteria was: "Is this LFA or task applicable the majority of the time regardless of the specific scenario?" If the answer was "yes", a check mark on the matrix indicated that the LFA or associated task applied to that LOC. The key criteria in determining applicability was the word "majority", a concept

which demands a generic definition. The blank matrix is provided for those wishing to customize what they may consider applicable in any given mission.

6. **Index.** At Appendix B is a quick use index that is organized by LOC and LFA with corresponding operations and tasks listed respectively under each LOC or LFA.

7. **Uses.** The LPG will have application in the review and formulation of Army/Air Force, as well as other Services, strategy, concepts, doctrine, plans, programs, training, education, and budgets. Numerous additional uses of the LPG exist, some of which are discussed further in Appendix A.

8. **Conclusion.** The LPG will aid the operator, planner or reviewer in the identification of tasks to be considered for the successful accomplishment of an operation in LIC. The LPG is not a stand-alone product. It is, however, a comprehensive starting point providing a framework for planning or executing a successful LIC operation. Data derived from personal experience, recorded observations (such as "After Action" reports), or specific situations and scenarios must be incorporated in order to complete the roadmap for success.

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CHAPTER

ONE

CHAPTER I

LIC OPERATIONAL CATEGORIES (LOC), SPECIFIC TYPE OPERATIONS AND DEFINITIONS

A. CONTINGENCY OPERATIONS IN LIC

1. **Disaster Relief**: Operations to provide emergency relief to victims of natural or man-made disasters.

2. **Shows of Force**: Operations such as aircraft and ship visits, combined training exercises, forward deployment of military forces, and introduction or buildup of military forces in a region, to influence other governments or politico-military organizations to respect U.S. interests and international law.

3. **Noncombatant Evacuation Operations**: Operations to remove threatened civilian noncombatants from locations in a foreign nation.

4. **Recovery**: Sophisticated operations when conducted by the military, that may be clandestine, of low visibility or overt, to recover U.S. or friendly foreign nationals as well as the location, identification, and recovery of sensitive equipment or items critical to U.S. national security. The conduct of recovery operations may be opposed by hostile forces.

5. **Attacks and Raids**: Operations to achieve specific objectives other than gaining or holding terrain, to create situations that permit seizing and maintaining the political initiative.

6. **Freedom of Navigation and Protection of Shipping**: Operations such as coastal sea control, harbor defense, port security, and countermine measures, in addition to operations on the high seas, to ensure our sovereign rights based on international law.

7. **Security Assistance Surges**: Accelerated security assistance support focused on providing additional combat systems or supplies, but may include the full range of assistance to include financial and training support.

8. **Operations to Restore Order**: Operations which are intended to halt violence and reinstitute more normal civil activities.

9. **DOD Support to Counterdrug**: Actions controlled by federal statute and currently limited to one or more of the following: act as the lead federal agency for the detection and

monitoring of aerial and maritime drug smuggling into the U.S.; integrate into an effective counterdrug communications network all the command, control, communications, and technical intelligence assets of the U.S. Government dedicated to drug interdiction; and to approve and fund each state governor's counterdrug plan for enhanced use of the National Guard in support of drug interdiction and enforcement operations of drug law enforcement agencies. As federal statute changes, the previous listing of tasks can be expected to be revised or expanded.

10. Support to U.S. Civil Authorities: Operations carried out by military forces in support of federal and state officials under, and limited by, the Posse Comitatus Act and other laws and regulations.

B. COMBATING TERRORISM

1. Antiterrorism: Defensive measures used to reduce the vulnerability of individuals and property to terrorism.

a. Intelligence: Actions taken to identify the threat and provide timely threat related information upon which to recommend antiterrorist measures.

b. Security: Actions taken to hinder or deny a terrorist's access to a potential target.

2. Counterterrorism: Offensive measures taken to prevent, deter, and respond to terrorism.

a. Intelligence: Actions taken to provide timely threat related information to enable governments to formulate policies and take effective action against terrorists.

b. Security: Actions taken to safeguard a positioning of forces intended to retaliate or react to terrorist threats or acts.

c. Hostage Negotiations: In instances when DOD is given operational control during an incident, actions taken by specially trained personnel to conduct negotiations designed to seek release of the hostages without giving concessions.

d. Hostage Rescue: Operations conducted by specially organized, trained, and equipped personnel and units who have the capability to successfully execute a hostage rescue.

e. Assault Operations: Operations conducted when the National Command Authority authorizes the attack of a terrorist organization in locations outside national borders: U.S. military

personnel normally carry out the mission as a joint or combined operation.

C. SUPPORT TO INSURGENCY/COUNTERINSURGENCY

1. **Support to Insurgency:** Actions taken based upon an evaluation of the insurgent movement, the political situation, the demonstrated potential of the movement, and stated U.S. policy.

a. **Advisory Training Assistance:** Advice, training, and assistance provided to indigenous insurgent movements in tactics, techniques, and procedures, which include guerrilla warfare, escape and evasion, subversion, sabotage, and the supporting disciplines of psychological operations and civil affairs.

b. **Intelligence Support:** Actions taken by U.S. national and theater intelligence agencies who provide an invaluable source of intelligence for the insurgent movement. In return, the insurgent movement may be able to provide the U.S. military with technical and tactical intelligence only available through local means.

c. **Logistics Support:** Assistance provided by DOD to establish a logistic support network.

d. **C3 System Support:** Actions designed to provide C3 systems support, such as, low-probability of intercept communications, encoded information transmittal, and data correlations from a variety of sources.

2. **Support to Counterinsurgency:** Actions designed to support host nation counterinsurgency efforts based on the concept of internal defense and development, which assumes the host nation is responsible for the development and execution of programs to prevent or defeat subversion, lawlessness, or insurgency.

a. **Advisory Training Assistance:** Actions designed to impart specific skills, that usually involve a direct application of appropriate tactics, techniques, procedures, and technical skills. Care should be exercised in tailoring the training and materiel support to the capabilities and the threat faced by the host nation.

b. **Intelligence Support:** Support designed to provide assistance in building a military intelligence structure that operates effectively with other intelligence and security services. When host nation intelligence capabilities are insufficient, U.S. supplied information may constitute a

major portion of intelligence support to the host nation.

c. Logistics Support: Advice and assistance provided by U.S. logistic personnel in the development of the host nation's production, maintenance, storage, distribution, and control mechanisms as well as facilitate the flow of U.S. materiel assistance.

d. Civil Military Operations: Activities in support of military operations which embrace the relationship between the military forces and civilian authorities and population, to develop favorable emotions, attitudes, or behavior in neutral, friendly, or hostile groups.

e. C3 Systems Support: U.S. support ranging from providing radio equipment to assisting the host nation in improving its field communications to extensive C3 upgrades including command post, surveillance and warning sensors, as well as various communications and information collection and processing systems.

f. U.S. Tactical Operations: Operations by the U.S. to provide time and space for local forces to regain the initiative and reassume the complete responsibility for security operations. Tactical operations may also be conducted to limit external support to the insurgents and to protect U.S. interests.

D. PEACEKEEPING

1. Supervision of Free Territories: International peacekeeping operations required to ensure free access and usage.

2. Supervision of Cease-Fires: Peacekeeping force actions taken to observe and report on the belligerents' compliance during a diplomatically arranged cease-fire.

3. Supervision of Withdrawals/Disengagements: Actions taken by peacekeeping forces to mediate local disagreements in positioning of belligerent forces, verification of troop and equipment dispositions, sustaining cease-fires, and assistance to the civilian population in the buffer zone.

4. Supervision of POW Exchanges: Assistance provided by peacekeeping forces in the supervision of a prisoner of war exchange.

5. Supervision of Demilitarization/Demobilization: Actions taken by peacekeeping forces when warring nations agree to demilitarization or demobilization. Peacekeeping force actions include conducting detection activities to monitor those functions and report their status to the sponsor.

6. Maintenance of Law and Order: Operations performed by peacekeeping forces to defuse potential armed conflict by providing for an orderly transfer of authority between belligerents.

CHAPTER

TWO

CHAPTER II

LIC FUNCTIONAL AREAS (LFA)

***A. COMMAND, CONTROL, AND COMMUNICATION (LFA)**

1. **ASSESS SITUATION:** Assess the LIC situation and the overall environment within which military operations are being conducted. This assessment requires personnel with skills associated with understanding the social and cultural environment of the operational area, both the military and non-military aspects of the threat, the friendly forces being supported, and the populace. When possible, site surveys should be performed.

2. **REVIEW/REVISE PLANS AND DOCUMENTATION:** Review/revise all strategic, operational, and tactical plans, documentation, commander's guidance, operating instructions, Standing Operating Procedures and any other written information (military or nonmilitary) pertaining to the area of operation in order to identify and understand applicable guidance.

3. **OBTAIN/DISSEMINATE RULES OF ENGAGEMENT (ROE):** Obtain, interpret and clarify ROE. Translate ROE into usable format for widest dissemination to the lowest possible level.

4. **DETERMINE ACTIONS:** Identify, analyze, and compare alternative courses of action and select those most appropriate.

5. **TAILOR THE FORCE:** Select forces appropriate for successful accomplishment of the identified mission. Area/language expertise may be required.

6. **DIRECT, LEAD, and CONTROL:** Direct, lead, and control forces operating in a LIC environment. Various operations may require directing several different types, sizes, and nationalities of forces as well as elements of U.S. or Host Nation agencies. Military forces fulfilling a supporting role may temporarily come under control of a civilian agency. Operations in remote/austere environments and the control of paramilitary and/or internal security forces may come into play.

7. **MANAGE COMMUNICATIONS PROCESS:** Plan for and manage communication support to higher, lower, and adjacent forces. In coalition operations, provide timely command and control while managing the requirement to communicate with dissimilar forces and dissimilar equipment. Management of data handling systems must also be accomplished.

8. **PROVIDE STRATEGIC COMMUNICATIONS:** Ensure proper communications connectivity to conduct horizontal and vertical

reporting coordination and headquarters interaction at the strategic level. Recognize frequent requirements to coordinate with multiple civilian and military agencies at multiple levels.

9. PROVIDE OPERATIONAL COMMUNICATIONS: Ensure proper communications connectivity to conduct horizontal and vertical reporting coordination and headquarters interaction at the operational level. Recognize frequent requirement to coordinate with multiple civilian and military agencies at multiple levels. Be prepared to support small teams located great distances from higher headquarters.

10. PROVIDE TACTICAL COMMUNICATIONS: Insure proper communications connectivity to conduct horizontal and vertical reporting coordination and headquarters interaction at the tactical level. Be prepared to support small teams located great distances from higher headquarters.

B. INTELLIGENCE (LFA)

***1. COLLECT:** Use both human and technical collection means to obtain information necessary to operate in LIC. Often requires additional emphasis on human collection means and emphasizes high levels of language and area expertise. Intelligence requirements include obtaining information on the environment, friendly and enemy forces, and the population being supported. Can include information available from U.S. Government agencies outside of DOD as well as host nation and third nation sources.

***2. PROCESS:** After collection, properly display raw intelligence data in a usable format for analysis teams.

***3. ANALYZE:** Analysts must consider the social, psychological, political, economic, and military variables associated with the LIC environment. Analysis must serve to answer intelligence questions posed by coalition as well as U.S. commanders. Intelligence gaps must be identified for future collection efforts.

***4. DISSEMINATE:** Due to the unique command and control relationships normally associated with LIC, operating elements at the lowest levels will often require strategic intelligence while national level users will require tactical intelligence. Additionally, coalition and interagency efforts will often mandate intelligence sharing at all levels.

***5. STORE INFORMATION:** Solutions to storage requirements must consider the coalition nature of most operations in LIC. Small units are often operating at scattered locations detached from their parent unit, each requiring a storage capability.

Small units operating together at a single location may require different storage solutions due to unique intelligence needs.

6. TRACK WEATHER/CLIMATOLOGY INFORMATION: Collect, analyze, disseminate, and store weather/climatology/hydrographic data as it pertains to operations within the LIC environment. Temperatures, winds, rainfall, illumination, etc., can seriously affect operations at all levels.

C. INFORMATION CAMPAIGN (LFA)

1. INFLUENCE ENEMY: Coordinate and conduct informational campaigns against enemy forces. Although primarily concerned with conducting PSYOPS against enemy military, it also includes public information campaigns designed in whole or in part to influence the enemy.

2. EDUCATE/INFORM POPULATION: Coordinate and conduct informational efforts to educate and inform the civilian population. These efforts should be fully coordinated with ongoing PSYOP campaigns.

*3. FACILITATE MEDIA OPERATIONS: Provide organizational and physical support for media operations. Includes assistance to host nation PSYOP and informational programs to develop capabilities to inform and influence friendly populations and enemy forces.

*4. PROVIDE COMMAND INFORMATION: Provide support to Command Information Programs that service U.S. and friendly military forces.

D. FORCE PROTECTION (LFA).

*1. PHYSICAL SECURITY: Establish Physical Security Measures. Recognize frequent requirements to provide security for a small detached force as well as lines of communication and supply line security. When applicable, facility design should also be based on the threat.

2. OPSEC/COUNTERINTELLIGENCE (CI): Plan and coordinate OPSEC and CI efforts. Provide for information security and counter enemy efforts to gain intelligence.

3. DECEPTION OPERATIONS: Plan and coordinate deception operations. Deception is particularly useful at tactical and operational levels, especially when performed in conjunction with OPSEC.

E. FORCE SUSTAINMENT (LFA)

- *1. SUPPLY:** Supply arms, equipment, ammunition, fuel and food.
- *2. MAINTAIN:** Repair and maintain arms and equipment regularly.
- 3. PROVIDE FIELD SERVICES:** Provide field services (food, clothing, bedding, laundry, etc).
- *4. PROVIDE PERSONNEL SERVICES SUPPORT:** Provide personnel services to friendly forces such as finance, chaplain, legal, etc.
- *5. PROVIDE MEDICAL/VETERINARY SERVICES SUPPORT:** Provide medical, dental, and veterinary support to friendly forces.
- *6. PROVIDE MAPPING, CHARTING, GEODESY SERVICES SUPPORT:** Ensure maps and charts are available in appropriate coverage and proper amounts for use in the particular area. Provide appropriate geodesy data to support operations in LIC.
- 7. PROVIDE U.S. HEADQUARTERS CONSTRUCTION SUPPORT:** Provide construction, restoration, and supplies, tools, procedures, and technical expertise to U.S. headquarters elements in support of their efforts to aid Host Nation/Allied Forces in LIC operations.

F. LIAISON (LFA).

- 1. U.S.-HOST NATION/ALLIES:** Provide liaison for U.S. and Host Nation/Allied military forces. Provide U.S. liaison to Host Nation/Allied government agencies as required.
- *2. U.S.-U.S.:** Provide liaison for U.S. military and non-military agencies.
- 3. U.S.-INTERNATIONAL AGENCIES:** Provide U.S. liaison to international agencies such as the UN, Red Cross, other relief agencies, etc.

G. ADVISORY ASSISTANCE (LFA)

- *1. PROVIDE PUBLIC AFFAIRS/INFO:** Advise and assist Host Nation Public Affairs personnel in development of internal and external public information efforts.
- *2. PROVIDE LEGAL SERVICES:** Advise and assist Host Nation/Allied judiciary and law enforcement officials in internal and external legal affairs.

***3. PROVIDE INTERNAL SECURITY:** Advise and assist Host Nation/Allies in developing requirements for and establishing security from internal threats.

***4. PROVIDE EXTERNAL SECURITY:** Advise and assist Host Nation/Allies in developing requirements for and establishing security from external threats.

***5. PERFORM CIVIL/MILITARY OPERATIONS:** Advise and assist Host Nation/Allies in political and military affairs.

6. PERFORM PSYOPS: Advise and assist Host Nation/Allies in the performance of Psychological Operations in order to influence the population. These efforts should be fully coordinated with ongoing informational and population education campaigns.

7. PERFORM COUNTERDRUG OPERATIONS: Advise and assist Host Nation/Allies in efforts to stop the manufacture of drugs, as well as, the flow of illegal drugs within and out of their borders.

H. EQUIPPING (LFA)

1. DETERMINE EQUIPMENT REQUIREMENTS: Perform analysis to determine which equipment will fulfill mission requirements. Plan for simplest version of equipment that can be easily purchased, operated, supported and maintained by Host nation/Allies after departure of U.S. forces.

2. OBTAIN EQUIPMENT: Identify sources of equipment that must be acquired to aid Host Nation/Allies involved in LIC operations. Employ methods to obtain equipment.

3. PROVIDE EQUIPMENT: Provide equipment to aid Host Nation/Allied efforts to successfully accomplish LIC operations. Complicated legal considerations often come into play at this stage.

4. PROVIDE EQUIPMENT SUPPORT: Provide Host Nation/Allies with the proper support tail necessary to maintain and employ equipment provided to aid in efforts to successfully accomplish LIC operations.

***I. INTERCULTURAL COMMUNICATIONS (LFA)**

1. LANGUAGE SKILLS: Provide capability to communicate with non-English speaking populace, enemy forces, or friendly forces.

2. AREA STUDY: Make efforts to understand the social, political, religious, economic and military environment

surrounding LIC operations.

J. INTEROPERABILITY (LFA)

1. **PROVIDE SUPPLIES:** Ensure supplies are provided that are usable or adaptable by coalition governments and Allied forces in LIC.

2. **PROVIDE EQUIPMENT:** Ensure that equipment is provided that is usable or adaptable by coalition governments and Allied forces in LIC.

*3. **PROVIDE PROCEDURES:** Provide written/verbal guidance, instruction, procedures in a format usable or adaptable by coalition governments and Allied forces in LIC.

K. SUSTAINMENT ENGINEERING (LFA)

1. **PERFORM NEW CONSTRUCTION:** Accomplish new construction in support of Host Nation/Allied efforts to be successful in LIC operations. Construct roads, railroads, bridges, airfields, and other civil-military facilities. Construct waterworks, telephone, transportation, sewage treatment, hydroelectric, and other public/Host Nation utility systems as required.

2. **PERFORM RESTORATION:** Accomplish restoration in support of Host Nation/Allied efforts to be successful in LIC operations. Restore destroyed or unrepaired civil-military facilities, public utility systems, waterworks, telephone, transportation, sewage treatment, hydroelectric, etc.

3. **PROVIDE CONSTRUCTION SUPPORT TO HOST NATION:** Provide construction supplies, tools, procedures, and technical expertise necessary to aid Host Nation/Allied efforts to accomplish construction to support LIC operations.

L. TRANSPORT SERVICES (LFA)

1. **PROVIDE TRANSPORTATION MANAGEMENT:** Manage inventory control, movement control, and planning requirements for transportation services in a LIC environment.

2. **PERFORM TERMINAL OPERATIONS:** Establish terminal operations to receive, warehouse, load, and distribute equipment, fuel, and other materiel.

3. **LIFT:** Provide for movement of cargo, equipment, fuel, personnel, etc. by surface (land and sea) and air.

M. HEALTH SERVICES (LFA)

1. **PROVIDE MEDICAL/DENTAL TREATMENT:** Provide medical/dental treatment to Host Nation/Allied civilian population and military forces in the LIC environment.
2. **EVACUATE CASUALTIES:** Provide evacuation support to Host Nation/Allied civil and military casualties in LIC.
3. **PERFORM PREVENTIVE MEDICINE:** Provide preventive medicine support for Host Nation/Allied civil and military communities.
4. **PROVIDE VET SERVICES:** Provide veterinary services to Host Nation/Allied civil and military communities.

***N. MOBILIZATION ASSISTANCE (LFA)**

1. **PROVIDE ORGANIZATIONAL SUPPORT:** Mobilize population in support of Host Nation Government. Provide organizational assistance in political-military mobilization efforts.
2. **PROVIDE PUBLIC AFFAIRS/INFORMATION SUPPORT:** Provide informational assistance in political-military mobilization efforts in LIC.

O. RESOURCES CONTROL (LFA).

- *1. **CONTROL MATERIEL:** Provide materiel control measures to assist Host Nation/Allies in efforts to maintain positive control over equipment, arms, ammunition, supplies, etc. in a LIC environment.
2. **CONTROL TERRAIN:** Provide terrain control measures in order to assist Host Nation/Allied forces in controlling the territory and lines of communication (LOCs) within the LIC area of operations.
3. **CONTROL POPULATION:** Provide population control measures in order to assist Host Nation/Allies in maintaining positive control of the general populace.

P. SECURITY SERVICES (LFA)

1. **PROTECT ECONOMIC INFRASTRUCTURE:** Take necessary measures to assist Host Nation/Allied Nations in protecting economic infrastructure. Population must be able to function economically (ie. internal/external trade must be protected, banks/markets must be accessible, etc.).

2. **MAINTAIN LAW AND ORDER:** Take necessary measures to maintain general law and order. Support Host Nation/Allied judicial and law enforcement efforts to keep streets and public areas safe and prosecute wrongdoers.

3. **PROVIDE POPULATION PROTECTION:** Protect the general Host Nation/Allied population.

4. **ASSIST WITH SELF-PROTECTION:** Provide assistance to Host Nation/Allies in establishing a civil defense effort. Antiterrorism techniques and procedures may be applicable.

5. **PROTECT GOVERNMENT INFRASTRUCTURE:** Employ measures to protect the Host Nation/Allied government infrastructure (Particularly targeted public officials). Antiterrorism techniques and procedures may be applicable.

Q. LEGAL SERVICES (LFA)

1. **ASSIST IN ADMINISTRATIVE/CONTRACT LAW:** Assist Host Nation/Allied governments in filing and processing cases for redress of property and personal grievances under administrative and contract law.

2. **ASSIST IN CRIMINAL LAW:** Assist Host Nation/Allied governments in filing and processing cases for redress of property and personal grievances under criminal law.

3. **ASSIST IN CLAIMS:** Assist Host Nation/Allied governments in the filing and processing of claims.

4. **PROVIDE LEGAL ASSISTANCE:** Provide legal assistance to those who cannot afford or do not know and understand the legal process.

5. **PROVIDE INTERNATIONAL LAW ASSISTANCE:** Provide assistance to Host Nation/Allied governments and military forces regarding terms of Status Of Forces Agreements, and other international law issues.

R. DEPLOYMENT (LFA).

1. **ASSEMBLE:** Provide notification to forces to prepare for immediate deployment and movement in support of operations in LIC. Notification should include a staging location and time when forces are to assemble with all appropriate personnel, supplies, arms, ammo, and equipment required to accomplish the operation.

2. **STAGE:** Assemble all forces at the staging location and prepare them for transport.

3. **TRANSPORT:** Load forces, supplies, arms, ammo, and equipment on appropriate transportation and transport to deployment location via ground, air, or surface (sea).

*4. **EMPLACEMENT:** Emplace forces, supplies, arms, ammo and equipment at appropriate beddown locations.

S. MANEUVER (LFA)

1. **POSITION FORCES:** Position forces so they can effectively reach the enemy with the majority of their power and for best advantage in surprising/engaging/blocking enemy ground, air, and naval forces.

2. **NAVIGATE:** Be prepared to navigate in unfamiliar air, sea, or ground environments in order that forces may close with and destroy the enemy.

3. **CLOSE WITH ENEMY:** Move forces to contact with enemy forces by ground, surface, or air means.

T. ENGAGEMENT (LFA)

1. **ENGAGE ENEMY AIR:** Engage and destroy/neutralize enemy air assets.

2. **ENGAGE ENEMY GROUND:** Engage and destroy/neutralize enemy ground forces.

3. **ENGAGE ENEMY SURFACE (NAVAL):** Engage and destroy/neutralize enemy surface (naval) assets. Subsurface engagement may also be necessary.

U. SUSTAINMENT TRAINING (LFA)

***1. PROVIDE COMMAND, CONTROL, AND COMMUNICATIONS TRAINING:** Train U.S and Host Nation/Allied forces to assess situation, review plans/documentation, determine actions, tailor the force, direct/lead/control, manage communications processes, provide strategic communications, provide operational communications, and provide tactical communications.

2. PROVIDE INFORMATION CAMPAIGN TRAINING: Train U.S. and Host Nation/Allied forces how to use an information campaign to influence the enemy, influence the population, educate/inform the population, facilitate media operations and provide command information.

***3. PROVIDE INTELLIGENCE TRAINING:** Train U.S. and Host Nation/Allied forces to collect, process, analyze, disseminate, and store intelligence information.

***4. PROVIDE FORCE PROTECTION TRAINING:** Train U.S. and Host Nation/Allied forces in physical security, OPSEC, counterintelligence, and deception operations.

***5. PROVIDE FORCE MAINTENANCE TRAINING:** Train U.S. and Host Nation/Allied forces to supply, maintain, provide field services, provide personnel services support, to provide medical/vet services support, and to provide U.S. Headquarters Construction Support.

V. COALITION TRAINING (LFA)

***1. PROVIDE LIAISON TRAINING:** Train U.S. and Host Nation/Allied forces in U.S.-Host Nation/Allied liaison. Train U.S. forces in U.S.-U.S. and U.S.-International Agency liaison.

***2. PROVIDE ADVISORY ASSISTANCE TRAINING:** Train U.S. and Host Nation/Allied forces to provide public affairs/information, provide legal services, provide internal security, provide external security, perform civil/military operations, perform PSYOPS, and to perform counterdrug operations.

3. PROVIDE EQUIPMENT/EQUIPPING TRAINING: Train U.S. and Host Nation/Allied forces to obtain equipment, provide equipment, and to provide equipment support.

***4. PROVIDE INTERCULTURAL COMMUNICATIONS TRAINING:** Train U.S. and Host Nation/Allied forces in language skills and area study.

***5. PROVIDE INTEROPERABILITY TRAINING:** Train U.S. and Host Nation/Allied forces to provide supplies, equipment, and

procedures that are interoperable.

W. NATION ASSISTANCE TRAINING (LFA)

1. **PROVIDE SUSTAINMENT ENGINEERING TRAINING:** Train U.S. and Host Nation/Allied forces to perform new construction, perform restoration, and to provide Host Nation construction support.
2. **PROVIDE TRANSPORT SERVICES TRAINING:** Train U.S. and Host Nation/Allied forces to provide transportation management, perform terminal operations, and to provide lift.
3. **PROVIDE HEALTH SERVICES TRAINING:** Train U.S. and Host Nation/Allied forces to provide medical/dental treatment, evacuate casualties, perform preventive medicine, and to provide vet services.
4. **PROVIDE MOBILIZATION ASSISTANCE TRAINING:** Train U.S. and Host Nation/Allied forces to provide organizational support and public affairs/information support.

X. SECURITY TRAINING (LFA).

- *1. **PROVIDE RESOURCES CONTROL TRAINING:** Train U.S. and Host Nation/Allied forces to control terrain, control population, and control materiel.
2. **PROVIDE SECURITY SERVICES TRAINING:** Train U.S. and Host Nation/Allied forces to protect economic infrastructure, maintain law and order, provide population protection, assist with self-protection, and to protect government infrastructure.
3. **PROVIDE LEGAL SERVICES TRAINING:** Train U.S. and Host Nation/Allied forces to assist in administrative/contract law, assist in criminal law, assist in claims, provide legal assistance, and to provide assistance in international law.

Y. MOVEMENT TRAINING (LFA)

1. **PROVIDE MOBILITY TRAINING:** Train U.S. and Host Nation/Allied forces to assemble, stage, and transport.
2. **PROVIDE MANEUVER TRAINING:** Train U.S. and Host Nation/Allied to position forces, navigate, and close with the enemy.
3. **PROVIDE ENGAGEMENT TRAINING:** Train U.S. and Host Nation/Allied forces to engage enemy air, ground, and surface (naval) forces.

***2. FUNDING (LFA)**

1. IDENTIFY FUNDING SOURCES: Identify resources for the operation. Organization resource managers should get involved at the earliest stages of planning.

2. CONTRACTING SUPPORT: Identify and plan for requisite contracting support to enable timely acquisition of Host Nation/Allied assets as required.

APPENDIX

A

MATRIX USAGE

1. **General.** Numerous uses of the LPG exist. By combining operations in LIC listed in Chapter 1 with appropriate specified tasks in Chapter 2, and including information derived from personal experience, situation and recorded observations, the user will possess a comprehensive list of tasks to be considered for success to be achieved in any LIC operation. Some examples on the use of the LPG are presented below.

2. OPLAN Review.

a. The LPG offers an excellent method of reviewing existing OPLANs that deal primarily with, or encompass, LIC oriented missions. The reviewer can utilize the matrix to do a quick scan comparison between what the LPG outlines as basics for success in a given LIC operation, and what is actually addressed in the OPLAN. Once a quick scan is accomplished, Chapters 1 and 2 can provide additional detail to aid the reviewer's efforts in determining whether the OPLAN properly addresses appropriate missions and tasks, as identified by the LPG, applicable to the operation. Adding personal experience or "After Action" type data completes the process. Using a Noncombatant Evacuation Operation (NEO) OPLAN, the following is an example of the aforementioned process.

b. The beginning point is the matrix (A-4). NEO is found down the left hand margin under LOC I (Contingency Operations in LIC), subparagraph "c". Moving straight across the matrix to the right, a check mark indicates a specific task within a LFA that must be considered and planned for to be successful in any given NEO. These identified tasks can then be compared to the existing OPLAN to check whether or not the OPLAN addresses each task identified in the matrix. For example, the OPLAN may not have addressed the establishment of an Information Campaign. The matrix, however, indicates that to be successful in a NEO, one should plan for an Information Campaign that encompasses the following tasks:

- 1) Influence Enemy
- 2) Facilitate Media Operations
- 3) Provide Command Information

c. The next step is to refer to Chapter 2 which lists tasks, and their definitions, which support LIC operations. Chapter 2 will outline in more detail what each task implies.

The reviewer can use this chapter to move from a broad check of the OPLAN to a more detailed one as defined tasks are compared to the OPLAN. For example, the OPLAN may address the need for Command, Control, and Communications (C³) to be provided during a NEO but may not go into great detail over what type of C³ is necessary. Chapter 2 not only delineates what C³ should be planned for but additionally goes on to define specifically each task associated with C³.

d. The final step is to compare those tasks the matrix has identified for consideration against the user's personal experience or related "After Action" type data. Considering the actual scenario being covered in the OPLAN, the reviewer may determine that some identified tasks no longer apply or that additional ones do apply. For example, were the OPLAN describing a NEO for a region located hundreds of miles from any coastline with no navigable bodies of water, the user may choose to ignore the task of planning for Engaging Enemy Surface (Naval) under the Engagement LFA.

3. Planning Cell Construction. The LPG is well suited for the development of planning cells associated with LIC operations or missions. The matrix may be used to ensure unique specialties are represented within the cell. Chapter 2 provides both a tasking framework for cell members and a quick reference detail check for the planning cell supervisor. An illustration of the idea follows:

a. A staff officer at a combatant command may be tasked to plan for a Disaster Relief operation. The initial problem to solve will likely be the makeup of the planning cell itself. Who should be represented other than the usual S-1/2/3/4? Using the matrix, first locate the LIC operation entitled Disaster Relief which is found under LOC I (Contingency Operations). By moving across to the right along the matrix line representing Disaster Relief, one can identify, using the applicable tasks, which specialties need representation on the planning cell. In this example, this includes: Public Affairs, Civil Affairs, Military Police, Medical, Dental, Veterinary, Legal, Pysops, Engineer and Transportation. Representation may not necessarily require physical attendance at the planning cell. However, it does imply that these specialists be consulted as tasks are identified to provide expert credibility to proposed plans.

b. Once planning cell members are identified, the LPG provides the planning cell supervisor a task outline with detailed definitions. This will be particularly invaluable to the cell leader who may have little or no experience in low intensity conflict or specifically Disaster Relief operations. Additionally, specific milestones may be derived from the LPG.

4. Other Uses.

a. The matrix contained in this appendix can be scanned to determine which LIC operations require a particular individual's specialty. Conversely, an individual may also identify specialized tasks within a particular LIC operation that fall within their area of expertise. The LPG may be useful as a tool to assist Service resourcers in the identification of deficiencies and development of future LIC requirements.

b. A blank matrix is found at A-5. Users of the LPG may find it more useful to draw their own conclusions from comparing Chapter 1 to Chapter 2 in an effort to determine which tasks are applicable to a given operation in LIC.

✓ = IS APPLICABLE IN MOST CASES

A-4

①

[illegible]

2

③

20. ENGAGEMENT (LFA)
a. ENGAGE ENEMY AIR
b. ENGAGE ENEMY GROUND
c. ENGAGE ENEMY SURFACE (NAVAL)
21. SUSTAINMENT TRAINING (LFA)
a. PROVIDE C3 TRAINING
b. PROVIDE INTELLIGENCE TRAINING
c. PROVIDE INFO CAMPAIGN TRAINING
d. PROVIDE FORCE PROTECTION TNG
e. PROVIDE FORCE MAINT TNG
22. COALITION TRAINING (LFA)
a. PROVIDE LIAISON TRAINING
b. PROVIDE ADVISORY ASSISTANCE TNG
c. PROVIDE EQUIPMENT/EQUIPPING TNG
d. PROVIDE INTERCULTURAL COMMO TNG
e. PROVIDE INTEROPERABILITY TNG
23. NATION ASSISTANCE TRAINING (LFA)
a. PROVIDE SUSTAINMENT ENGINEERING TNG
b. PROVIDE TRANSPORT SERVICES TNG
c. PROVIDE HEALTH SERVICES TRAINING
d. PROVIDE MOBILIZATION ASSISTANCE TNG
24. SECURITY TRAINING (LFA)
a. PROVIDE RESOURCES CONTROL TNG
b. PROVIDE SECURITY SERVICES TNG
c. PROVIDE LEGAL SERVICES TRAINING
25. MOVEMENT TRAINING (LFA)
a. PROVIDE MOBILITY TRAINING
b. PROVIDE MANEUVER TRAINING
c. PROVIDE ENGAGEMENT TRAINING
26. FUNDING (LFA)
a. IDENTIFY FUNDING SOURCES
b. CONTRACTING SUPPORT

The image displays a highly detailed and symmetrical geometric pattern. It is composed of a grid of squares, each of which is further divided into smaller squares. The pattern is characterized by a variety of fill styles: some squares are white, some are filled with a dense cross-hatch pattern, and others contain diagonal lines or small black dots. The overall effect is a complex, repeating design that is both visually striking and mathematically precise.

LIC OPERATING CATEGORIES AND TYPE OPERATIONS

	1. COMMAND, CONTROL, COMMUNICATION (LFA)	2. INTELLIGENCE (LFA)	3. INFORMATION CAMPAIGN (LFA)
	a. ASSESS SITUATION	a. COLLECT	
	b. REVIEW PLANS/DOCUMENTATION	b. PROCESS	
	c. OBTAIN/DISSEMINATE INFO	c. ANALYZE	
	d. DETERMINE ACTIONS	d. DISSEMINATE	
	e. TAILOR THE FORCE	e. STORE INFORMATION	
	f. DIRECT, LEAD, AND CONTROL	f. TRACK WEATHER/CLIMATE/TOLOGY INFO	
	g. MANAGE COMMUNICATIONS PROCESS		
	h. PROVIDE STRATEGIC COMMUNICATIONS		
	i. PROVIDE OPERATIONAL COMMUNICATIONS		
	j. PROVIDE TACTICAL COMMUNICATIONS		
I. CONTINGENCY OPERATIONS IN LIC			
a. DISASTER RELIEF			
b. SHOWS OF FORCE			
c. NEO			
d. RECOVERY			
e. ATTACKS AND RAIDS			
f. FREEDOM OF NAV/PROTECTION OF SHIPPING			
g. OPERATIONS TO RESTORE ORDER			
h. SECURITY ASSISTANCE BURGES			
i. DOD SUPPORT TO COUNTERDRUG			
j. SUPPORT TO U.S. CIVIL AUTHORITIES			
II. ANTI-TERRORISM			
a. INTELLIGENCE			
b. SECURITY			
III. COUNTER-TERRORISM			
a. INTELLIGENCE			
b. SECURITY			
c. HOSTAGE NEGOTIATIONS			
d. HOSTAGE RESCUE			
e. ASSAULT OPERATIONS			
IV. SUPPORT TO INSURGENCY			
a. ADVISORY AND TRAINING ASSISTANCE			
b. INTELLIGENCE SUPPORT			
c. LOGISTICS SUPPORT			
d. CS SYSTEMS SUPPORT			
V. SUPPORT TO COUNTERINSURGENCY			
a. ADVISORY AND TRAINING ASSISTANCE			
b. INTELLIGENCE SUPPORT			
c. LOGISTICS SUPPORT			
d. CIVIL MILITARY OPS			
e. CS SYSTEMS SUPPORT			
f. TACTICAL OPERATIONS			
VI. PEACEKEEPING			
a. SUPERVISION OF FREE TERRITORIES			
b. SUPERVISION OF CEASE-FIRES			
c. SUPERVISION OF WITHDRAWALS/DISENGAGEMENTS			
d. SUPERVISION OF POW EXCHANGES			
e. SUPERVISION OF DEMIL/DEMOMOBILIZATION			
f. MAINTENANCE OF LAW AND ORDER			

2

a. TAILOR THE FORCE	
1. DIRECT, LEAD, AND CONTROL	
2. MANAGE COMMUNICATIONS PROCESS	
3. PROVIDE STRATEGIC COMMUNICATIONS	
4. PROVIDE OPERATIONAL COMMUNICATIONS	
5. PROVIDE TACTICAL COMMUNICATIONS	
6. INTELLIGENCE (LFA)	
7. COLLECT	
8. PROCESS	
9. ANALYZE	
10. DISSEMINATE	
11. STORE INFORMATION	
12. TRACK WEATHER/CLIMATE/TOPOLOGY INFO	
13. INFORMATION CAMPAIGN (LFA)	
14. INFLUENCE BEHAVIOR	
15. EDUCATE/INFORM POPULATION	
16. FACILITATE MEDIA OPERATIONS	
17. PROVIDE COMMAND INFORMATION	
18. FORCE PROTECTION (LFA)	
19. PHYSICAL SECURITY	
20. OPERATIONAL INTELLIGENCE	
21. DECEPTION OPERATIONS	
22. FORCE SUSTAINMENT (LFA)	
23. SUPPLY	
24. MAINTAIN	
25. PROVIDE FIELD SERVICES	
26. PROVIDE PERSONNEL SERVICES SPT	
27. PROVIDE MED/VET SERVICES SPT	
28. PROVIDE MAPS/CHARTS/GEODESY	
29. PROVIDE U.S. HQ CONSTRUCT SPT	
30. LIAISON (LFA)	
31. U.S.-HOST NATION/ALLIES	
32. U.S.-U.S.	
33. U.S.-INTERNATIONAL AGENCIES	
34. ADVISORY ASSISTANCE (LFA)	
35. PROVIDE PUBLIC AFFAIRS/INFO	
36. PROVIDE LEGAL SERVICES	
37. PROVIDE INTERNAL SECURITY	
38. PROVIDE EXTERNAL SECURITY	
39. PERFORM CIVIL/MILITARY OPS	
40. PERFORM PSYOPS	
41. PERFORM COUNTERTERROR OPS	
42. EQUIPPING (LFA)	
43. DETERMINE EQUIPMENT REQUIREMENTS	
44. OBTAIN EQUIPMENT	
45. PROVIDE EQUIPMENT	

3

[illegible]

18. DEPLOYMENT (LFA)	
a. ASSEMBLE	
b. STAGE	
c. TRANSPORT	
d. EMPLACEMENT	
19. MANEUVER (LFA)	
a. POSITION FORCES	
b. NAVIGATE	
c. CLOSE WITH ENEMY	
20. ENGAGEMENT (LFA)	
a. ENGAGE ENEMY AIR	
b. ENGAGE ENEMY GROUND	
c. ENGAGE ENEMY SURFACE (NAVAL)	
21. SUSTAINMENT TRAINING (LFA)	
a. PROVIDE CS TRAINING	
b. PROVIDE INTELLIGENCE TRAINING	
c. PROVIDE INFO CAMPAIGN TRAINING	
d. PROVIDE FORCE PROTECTION TNG	
e. PROVIDE FORCE MAINT TNG	
22. COALITION TRAINING (LFA)	
a. PROVIDE LIAISON TRAINING	
b. PROVIDE ADVISORY ASSISTANCE TNG	
c. PROVIDE EQUIPMENT/EQUIPPING TNG	
d. PROVIDE INTERCULTURAL COMMO TNG	
e. PROVIDE INTEROPERABILITY TNG	
23. NATION ASSISTANCE TRAINING (LFA)	
a. PROVIDE SUSTAINMENT ENGINEERING TNG	
b. PROVIDE TRANSPORT SERVICES TNG	
c. PROVIDE HEALTH SERVICES TRAINING	
d. PROVIDE MOBILIZATION ASSISTANCE TNG	
24. SECURITY TRAINING (LFA)	
a. PROVIDE RESOURCES CONTROL TNG	
b. PROVIDE SECURITY SERVICES TNG	
c. PROVIDE LEGAL SERVICES TRAINING	
25. MOVEMENT TRAINING (LFA)	
a. PROVIDE MOBILITY TRAINING	
b. PROVIDE MANEUVER TRAINING	
c. PROVIDE ENGAGEMENT TRAINING	
26. FUNDING (LFA)	
a. IDENTIFY FUNDING SOURCES	
b. CONTRACTING SUPPORT	

4

APPENDIX

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SUPERVISION OF DEMILITARIZATION/DEMobilIZATION: I-4

SUPERVISION OF FREE TERRITORIES: I-4

SUPERVISION OF POW EXCHANGES: I-4

SUPERVISION OF WITHDRAWALS/DISENGAGEMENTS: I-4

RESOURCES CONTROL (LFA): II-7

CONTROL MATERIEL: II-7

CONTROL POPULATION: II-7

CONTROL TERRAIN: II-7

SECURITY SERVICES (LFA): II-7

ASSIST WITH SELF-PROTECTION: II-8

MAINTAIN LAW AND ORDER: II-8

PROTECT ECONOMIC INFRASTRUCTURE: II-7

PROTECT GOVERNMENT INFRASTRUCTURE: II-8

PROVIDE POPULATION PROTECTION: II-8

SECURITY TRAINING (LFA): II-11

PROVIDE LEGAL SERVICES TRAINING: II-12

PROVIDE RESOURCES CONTROL TRAINING: II-11

PROVIDE SECURITY SERVICES TRAINING: II-11

SUPPORT TO COUNTERINSURGENCY (LOC): I-3

ADVISORY AND TRAINING ASSISTANCE: I-3
C3 SYSTEMS SUPPORT: I-3
CIVIL MILITARY OPERATIONS: I-4
INTELLIGENCE SUPPORT: I-3
LOGISTICS SUPPORT: I-4
U.S. TACTICAL OPERATIONS: I-4

SUPPORT TO INSURGENCY (LOC): I-3

ADVISORY AND TRAINING ASSISTANCE: I-3
C3 SYSTEM SUPPORT: I-3
INTELLIGENCE SUPPORT: I-3
LOGISTICS SUPPORT: I-3

SUPPORT TO INSURGENCY/COUNTERINSURGENCY: I-3

SUSTAINMENT ENGINEERING (LFA): II-6

PERFORM NEW CONSTRUCTION: II-6
PERFORM RESTORATION: II-6
PROVIDE CONSTRUCTION SUPPORT TO HOST NATION: II-6

SUSTAINMENT TRAINING (LFA): II-10

PROVIDE COMMAND CONTROL, AND COMMUNICATIONS TRAINING: II-10
PROVIDE FORCE MAINTENANCE TRAINING: II-10
PROVIDE FORCE PROTECTION TRAINING: II-10
PROVIDE INFORMATION CAMPAIGN TRAINING: II-10
PROVIDE INTELLIGENCE TRAINING: II-10

TRANSPORT SERVICES (LFA): II-6

LIFT: II-6
PERFORM TERMINAL OPERATIONS: II-6
PROVIDE TRANSPORTATION MANAGEMENT: II-6